

LOUISIANA DEPARTMENT OF STATE CIVIL SERVICE

Comprehensive Public Training Program

Capstone Workshop

Group 1 Supervisory Requirements

Revised 10/10/2014



Table of Contents

Tentative Schedule.....	2
STAR Method.....	3
Follow-up Questions.....	4
Applicant Evaluation Matrix Examples	5
Applicant Evaluation Matrix Exercise	9
Orientation and Onboarding Activities	13
SMART Goals.....	14
Internal Motivators.....	18
Sample Motivation Questions	19

Supervisory Group 1 Capstone

Tentative Schedule

Introduction to Course

Hiring: Critical Behaviors

Critical Behavior Feedback

Interview Script Activity

Interview Script Feedback

Matrix Activity

Break (15 minutes)

Mock Interviews

Orientation/ Onboarding

Mock Planning Session

Lunch Break (1 hour)

Introduction to Motivation

Motivation: Discussion w/ Employee

Break (15 minutes)

Disciplinary Issues

Documentation Standards

Documenting Case Study

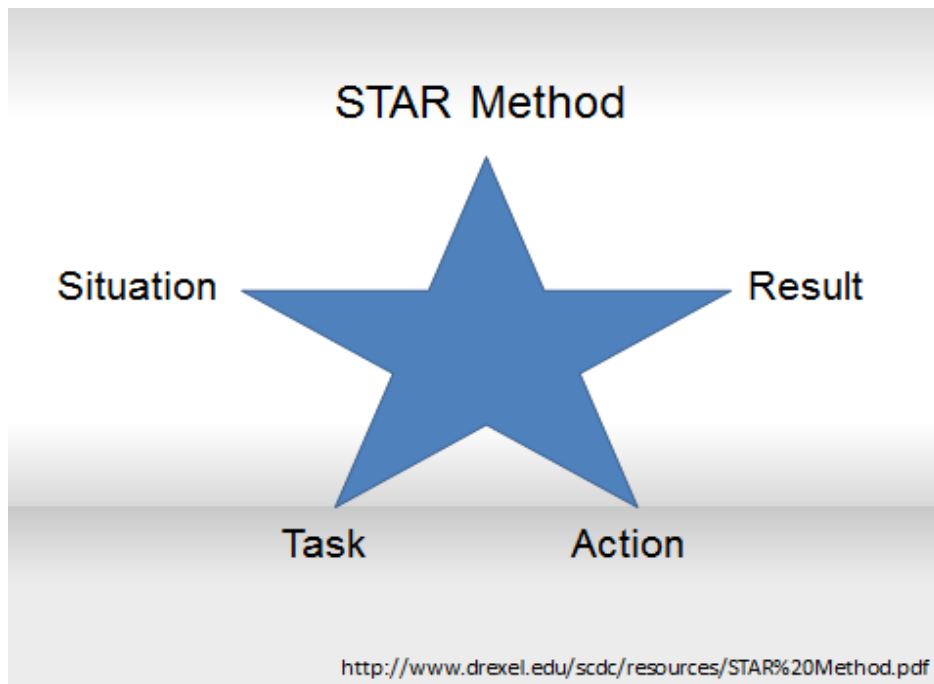
Chain of Command

Introduction: Counseling Sessions

Mock Counseling Session

Closing

STAR Method



Situation

The situation describes _____

Task

The task describes _____

Action

The action describes _____

Result

The result describes _____

Follow-up Questions

Theoretical	Leading	Behavior Based
<ul style="list-style-type: none"> Ask applicants what they would do or think they would do Produce theories or opinions, not past history Avoid asking <p>Example: If you had a disgruntled employee, how would you handle him or her?</p>	<ul style="list-style-type: none"> The question itself implies the answer you want to hear You may not get truthful answers Avoid asking <p>Example: It sounds like you really enjoyed leading a team. Is that right?</p>	<ul style="list-style-type: none"> Ask about specific behavior and actions in the past Complete the STAR ASK these questions <p>Example: Tell me about a time you dealt with a disgruntled employee. How did you handle the situation?</p>

Example Follow-up Questions

- Could you tell me more about that?
- Can you explain in more detail?
- What other factors contributed to your decision, success or failure?
- Can you take me through each step you took?
- What steps did you take to solve the problem?
- Why did your solution work?
- What was your specific part of the project?

Your Ideas:

Applicant Evaluation Matrix Examples

Applicant Name: Billy Myles

Interview Date: 2/8/2012

Interview panel: Ima Hiring, Supervisor
George Basket, HR Representative
Tina Herring, Team Leader

Interview Question	Critical Behavior/ Skills	Applicant demonstrates this behavior? Yes (Y) or No (N)	Is this skill trainable (T) or non-trainable (N)?	Does this applicant require additional training? Yes (Y) or No (NO)
1. Tell us which of your daily tasks require MS Excel Skills?	MS Word and Excel Skills	Y	T	N
2. Tell us about your most successful PowerPoint presentation. Why was it successful?	MS PowerPoint Skills	N	T	Y
3. Some people consider themselves to be "Big Picture" people, while others describe themselves as "detail oriented." Which are you? Give us an example of a time you demonstrated this behavior.	Attention to Detail	Y	N	N

Interview Question	Critical Behavior/ Skills	Applicant demonstrates this behavior? Yes (Y) or No (N)	Is this skill trainable (T) or non-trainable (N)?	Does this applicant require additional training? Yes (Y) or No (NO)
4. How do you show empathy towards a client who is angry?	Customer Service Skills	Y	N	N
5. How did you arrange your daily schedule? What did you do when unforeseen events interrupt this schedule?	Able to work independently	Y	T	N

Applicant Evaluation Matrix

Applicant Name: Theresa Nemitz

Interview Date: 2/8/2012

Interview panel: Ima Hiring, Supervisor
George Basket, HR Representative
Tina Herring, Team Leader

Interview Question	Critical Behavior/ Skills	Applicant demonstrates this behavior? Yes (Y) or No (N)	Is this skill trainable (T) or non-trainable (N)?	Does this applicant require additional training? Yes (Y) or No (NO)
1. Tell us which of your daily tasks require MS Excel Skills?	MS Word and Excel Skills	Y	T	N
2. Tell us about your most successful PowerPoint presentation. Why was it successful?	MS PowerPoint Skills	Y	T	Y
3. Some people consider themselves to be "Big Picture" people, while others describe themselves as "detail oriented." Which are you? Give us an example of a time you demonstrated this behavior.	Attention to Detail	Y	N	N

Interview Question	Critical Behavior/ Skills	Applicant demonstrates this behavior? Yes (Y) or No (N)	Is this skill trainable (T) or non-trainable (N)?	Does this applicant require additional training? Yes (Y) or No (NO)
4. How do you show empathy towards a client who is angry?	Customer Service Skills	Y	N	N
5. How did you arrange your daily schedule? What did you do when unforeseen events interrupt this schedule?	Able to work independently	N	T	Y

Applicant Evaluation Matrix Exercise

Applicant Name:

Interview Date:

Interview panel:

Interview Question	Critical Behavior/ Skills	Applicant demonstrates this behavior? Yes (Y) or No (N)	Is this skill trainable (T) or non-trainable (N)?	Does this applicant require additional training? Yes (Y) or No (NO)

Interview Question	Critical Behavior/ Skills	Applicant demonstrates this behavior? Yes (Y) or No (N)	Is this skill trainable (T) or non-trainable (N)?	Does this applicant require additional training? Yes (Y) or No (NO)

Applicant Evaluation Matrix

Applicant Name:

Interview Date:

Interview panel:

Interview Question	Critical Behavior/ Skills	Applicant demonstrates this behavior? Yes (Y) or No (N)	Is this skill trainable (T) or non-trainable (N)?	Does this applicant require additional training? Yes (Y) or No (NO)

Interview Question	Critical Behavior/ Skills	Applicant demonstrates this behavior? Yes (Y) or No (N)	Is this skill trainable (T) or non-trainable (N)?	Does this applicant require additional training? Yes (Y) or No (NO)

Orientation and Onboarding Activities

Orientation Activities	Onboarding Activities

Benefits of Onboarding new employees:

SMART Goals

Letter	Meaning	Examples
S		
M		
A		
R		
T		

Employee Information

Dept/Office/Section/Unit: <input type="text"/>	Employee Personnel #: <input type="text"/>
Employee Name: <input type="text"/>	Performance Year: <input type="text"/>
Employee Title: <input type="text"/>	Evaluation Period: <input type="text"/>

Initial Planning Session

Step #1 - Evaluating Supervisor (SCS Rule 10.2):

Signature: <input type="text"/>	Date Given to Second Level Evaluator: <input type="text"/>
Personnel #: <input type="text"/>	<input type="text"/>

Step #2 - Second Level Evaluator (SCS Rule 10.3):

Signature: <input type="text"/>	Date Approved (Must be on or before planning session): <input type="text"/>
Personnel #: <input type="text"/>	<input type="text"/>

Step #3 - Employee:

Employee Signature: <input type="text"/>	Date: <input type="text"/>
--	----------------------------

By dating this form, I am certifying that my supervisor conducted a planning session with me on the date shown.

Updated Planning Sessions (Optional):

Date Conducted: <input type="text"/>	Supervisor Initial: <input type="text"/>	Employee Initial: <input type="text"/>
Date Conducted: <input type="text"/>	Supervisor Initial: <input type="text"/>	Employee Initial: <input type="text"/>
Date Conducted: <input type="text"/>	Supervisor Initial: <input type="text"/>	Employee Initial: <input type="text"/>

Agency Human Resources Office Use Only (Optional)

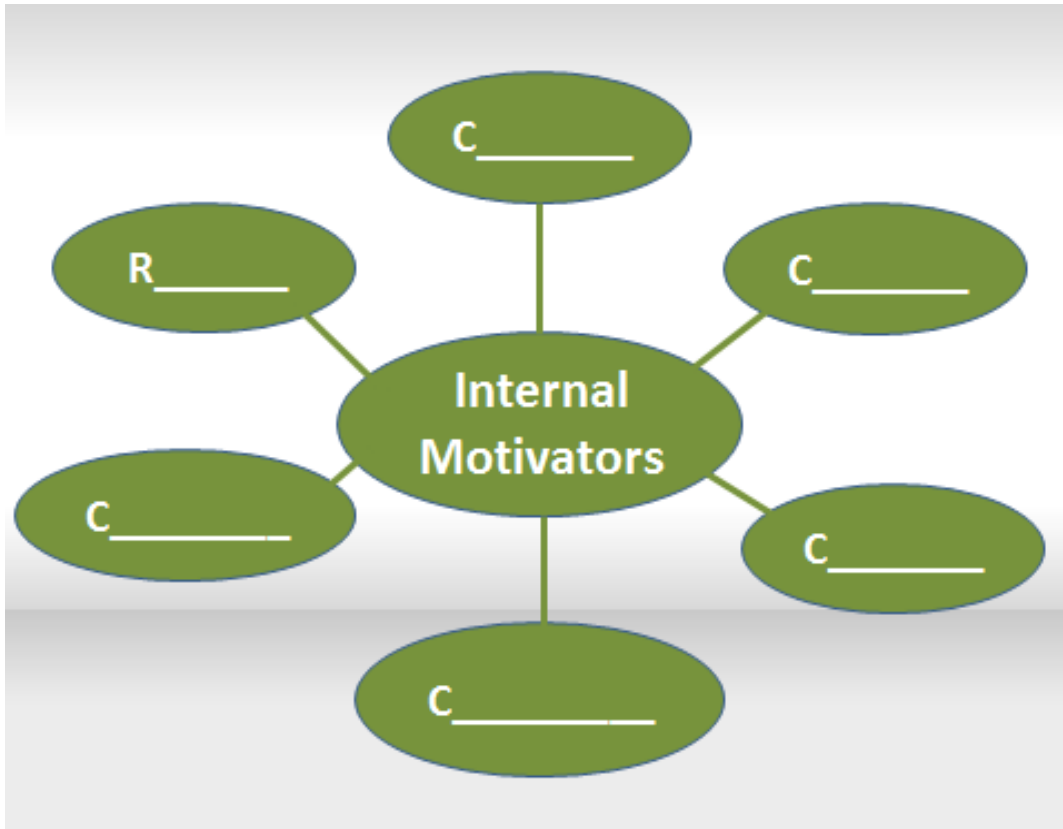
Date Planning Received in Human Resources: <input type="text"/>	Human Resources Staff Initial: <input type="text"/>	Evaluating Supervisor Compliance (Y/N) <input type="text"/>	Second Level Evaluator Compliance (Y/N) <input type="text"/>
---	---	---	--

Evaluation Session							
Step #1 - Evaluating Supervisor (SCS Rule 10.2):							
Signature:							
Personnel #:	<div style="background-color: #ccc; width: 40px; height: 20px;"></div>	Date Given to Second Level Evaluator:			<div style="background-color: #ccc; width: 40px; height: 20px;"></div>		
Step #2 - Second Level Evaluator (SCS Rule 10.3):							
Signature							
Personnel #:	<div style="background-color: #ccc; width: 40px; height: 20px;"></div>	Date Approved (Must be on or before evaluation session):				<div style="background-color: #ccc; width: 40px; height: 20px;"></div>	
Step #3 - Employee:							
Employee Signature:					Date:		<div style="background-color: #ccc; width: 40px; height: 20px;"></div>
<i>By dating this form, I am certifying that my supervisor conducted an evaluation session with me on the date shown.</i>							
Employee Statement (Only if Employee is NOT Signing Form for purposes of Evaluation): <input type="checkbox"/> I have decided not to sign this form, but I acknowledge that I received a copy of the evaluation and understand that my failure to sign will not prohibit the evaluation from becoming official for the performance year.							
If employee did not sign above, or chose not to sign the form, please indicate whether the employee was given or mailed a copy of the evaluation below:							
Mailed		<input type="checkbox"/>		Given		<input type="checkbox"/>	
Overall Evaluation: (Select only one evaluation)		<input type="checkbox"/> Exceptional		<input type="checkbox"/> Successful		<input type="checkbox"/> Needs Improvement/Unsuccessful	
<input type="checkbox"/> Not Evaluated		<input type="checkbox"/> Unrated - If Unrated, select sub-category:		<input type="checkbox"/> Never Rendered		<input type="checkbox"/> Untimely	
				<input type="checkbox"/> Violation of Chapter 10			
Agency Human Resources Office Use Only (Optional)							
Date Evaluation Received in Human Resources:	<div style="background-color: #ccc; width: 40px; height: 20px;"></div>	Human Resources Staff Initial:		Evaluating Supervisor Compliance (Y/N)		Second Level Evaluator Compliance (Y/N)	

Employee Name:		Employee Personnel #:	
Agency Mission / Goals / Standards:			
Department Mission / Goals:			

Work and Behavior Expectations (at least one each):	Bank of Expectations
Documentation / Comments (attach supporting documentation):	

Internal Motivators



Ideas for internal motivators:

Sample Motivation Questions

- What do you like about what you do?
- What do you like about who you work with?
- What do you like about where you work?
- What do you like best?
- What do you like least?
- Are you using your talents fully?
- Is there more you can do or offer?
- What is something new or different that you would like to learn?
- What keeps you excited or interested in what you do?
- What kind of recognition would be meaningful to you?
- How can I support and encourage you?
- What would you change about what you do?
- Are there things you would change about your work team or where you work?